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The Impact of Organizational Culture on the Ethnic group work culture and Organizational Performance in Heterogenous Categories.

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Abstract: Today organizational is predominantly dynamic of race and ethnic ground that practice difference religion to accomplish performance in an organization. Understanding such dynamism is very crucial to pursue the organizational performance. The purpose of this paper is to investigative the influence of ethnic group work culture on organizational performance in public sector organization in Nigerian. The paper has applied both qualitative and quantitative among 227 authorize administrative personal of 13 ministries of Kaduna state. The paper found both negative and positive on moderating effect of organizational culture on the relationship between ethnic work culture and organizational performance. The paper contended that organizational culture has significant influence on ethnic group work culture and organizational performance in the complex categories.

Keyword: ethnic group work culture, organizational culture, organizational performance

1. Introduction

Culture seem as a mixture of set values, communication that explain the behavior of people in the sharing learning process based on the systematic manners, because intellectual people helps in improving thinking and decision making based upon culture. The complicated set of beliefs, values and assumptions are presented in a different level of culture background at a workplace. The organization are generally composing with the different culture background in an organization include attitude, values, style and assumption for accomplish high organizational performance. Hence, this performance will be increase through organizational culture that managing people from different culture background for sustainable performance. The organizational culture has been suggested as a platform in shaping the organizational members attitude and their behavior in a systematical manner to which no any member experience of neglected regardless of political differences.

Nigerian is a nation that constituted several nationalities that composing with more than 250 different ethnic groups and has over 180 million

population. The popular and most influential ethnic groups is Hausa/Fulani that has over (29%) of the population and practice Islam as religion. The second largest ethnic group was Yoruba's with the (21 percent) population and estimated Christian and half Muslim, though many maintain traditional beliefs in western country. The third influential ethnic group is Igbo who are estimated (18) percent as populated in the southwest tend to be Christian; many are Roman Catholic. Some believed that the country is engage into call one nation with lacking the proper approval of engagement. Between 1960 to 1963 over 2 million people lost their life as Biafra war (Wikipedia, 2014) and battle continuously as date. Recently, report by the Nigerian police revealed that over 96 people wounded and 46 people lost their lives in (ILE-IFE) clash between Hausa/Fulani and Yoruba ethnic groups (Vanguard New Paper 21 march, 2017). This indicated that the Nigerian Ethnic groups has not recognize themselves as a one nation due to the absence of culture that accommodate their differences of ethnicity and religions.

2. Linkage of Organizational culture with Organizational performance

Denison (1984) pointed out that over 34 American studies on culture performance have took place in the process of enhance organizational performance over time. Reichers and Schneider, (1990) emphases that performance and culture has been interrelated based on upon perfect association for the process of an organizational success. The culture concept is based on upon complicated difference with the employees in an organization. Evidence from over 200 long term performance and economic organizations investigate the relationship between culture and performance based on effective culture that provide significant effect of interaction among the organizational members that came from different race or ethnic background. The culture perfection is considered as interrelated to each member for the high organizational performance. The competitive advantage of an organization is attained through



strong association and establishment of culture. The competitive advantage of effective organizational culture is to establish interaction to other co-workers for the organizational performance. The organizational culture is used in determine overcome of organizational performance (Rousseau 1990).

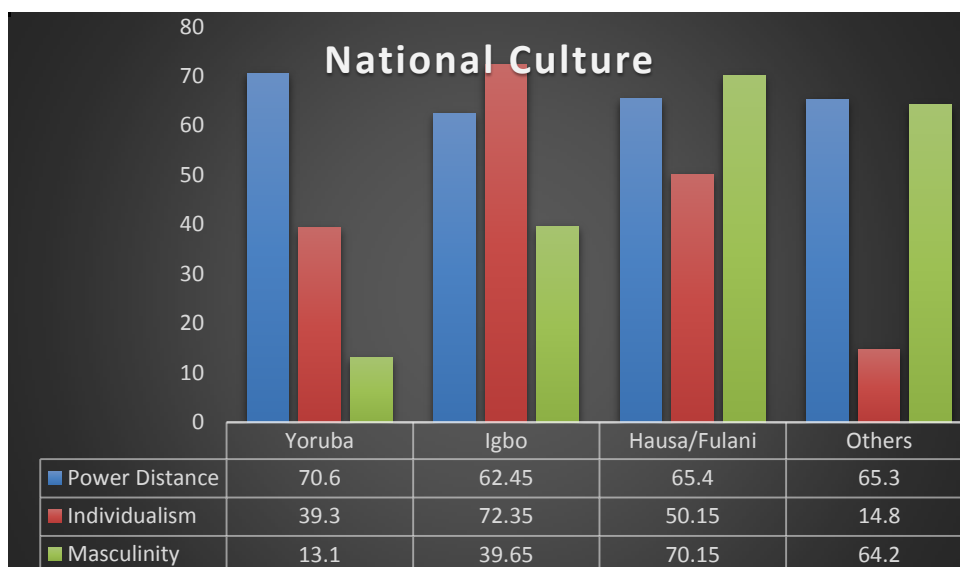
3. Organizational culture

The present study focus on the role of organizational culture as moderating effect on the relationship between ethnic group work culture and employee performance in the Nigerian Public sector. Grean Hofstede has become famous on culture approaches (Kashima, 2015; Rashid & Ghose, 2015). additionally, identify dimensions which consist of individualism, Power distance, masculinity, long-term oriented and uncertainty avoidance for determine the value of employees at workplace (Durham & Gunter, 1993; Once & Almagtome, 2015; Sostakas, 2015). Previous studies recommended Hofstede model as widely

adopted for analysis cultural difference (Sivakumar and Nakata, 2001).

Professor Geert Hofstede conducted one of the most comprehensive studies of how values in the workplace are influenced by culture, and analyzed a large database of employee value scores collected within IBM between 1967 and 1973. The data covered more than 70 countries, from which Hofstede first used the 40 countries with the largest groups of respondents and afterwards extended the analysis to 50 countries and 3 regions. Subsequent studies validating the earlier results include such respondent groups as commercial airline pilots and students in 23 countries, civil service managers in 14 counties, 'up-market' consumers in 15 countries and 'elites' in 19 countries and include Nigerian. Later, Bamgbade, Jimoh and Kuroshi, (2014) reexamine Hofstede culture dimension among the most influential ethnic groups in Nigerian which consisted of Hausa/Fulani, Yoruba and Ibgo. As presented in the table 1.1 below

Table 1.1 Score value of most influential ethnic groups in Nigerian



Source: Bamgbade, Jimoh and Kuroshi, (2014)

4. POWER DISTANCE

Power Distance has been defined as the extent to which the less powerful members of organizations and institutions accept and expect that power is distributed unequally and people belonging to a culture view power relationships between people, including the degree that people not in power except that power is spread unequally (Wolak, 2015 & Hofstede, 1997. p. 28). From Figure 1 table below, Yoruba ranks higher on power distance (PDI) with 70.6 than Igbo, Hausa and other minority ethnic groups. This is indicative of a high level of inequality of power and wealth within the Yoruba's compared to the other tribes. For

example, the Igbo, the superiors and subordinates are considered as equal. According to Pheng & Yuquan (2002), that having various strata of power is purely for convenience that may be capable of changing depending on the situation. On the long run, the superiors are to be accessible when needed by the subordinates.

5. INDIVIDUALISM

Individualism is the degree to which the culture emphasizes personal initiative and achievement rather than collective, group countered concerns and describes the strength of the relation between individual and other individuals in the society



(Bakir, Blodgett, Vitell, & Rose, 2015). The Igbo groups has the highest on Individualism (IDV) which ranking (72.35), followed by Hausa/Fulani ethnic groups (50.15), and lower than the average among all ethnic groups is other ethnic groups (14.8) and Yoruba (39.3). The table indicates Igbo are most tended towards Individualism compared to Collectivism amongst the ethnic groups and the Igbo groups are segregating themselves from the other ethnic group in the society, therefore they defined as individual characteristics.

6. MASCULINITY

Masculinity is the fourth dimension of cultures by Hofstede, (1988) emphasis on a cultural practice or qualities that was traditionally and initially been considered as masculine. The masculinity is a culture that values achievement, money making, assertiveness, and competition. From the table shows Hausa/Fulani ethnic groups has the highest Masculinity orientation (MAS) ranking (70.5), fol-

lowed by the other Ethnic groups (64.2). The Hausa/Fulani are in the higher degree of gender difference of roles at the workplace for the work goal, while other ethnic groups are not emphases too much on gender differences also concerned more on personals goals (Pheng & Yuquan, 2002).

7. Multicollinearity Test

this happen when inter-correlations within predictor variables shows high (Hair, 2011), this generate challenge in use structural equation modeling (Hair, 2010). Multicollinearity occur in the exogenous constructs either two and more constructs develop highly correlated and disadvantaged in the analysis (Tabachnick & Fidell, 2007). This study employed one and two method of assessed multicollinearity (Chatterjee & Yilmaz, 1992; Peng & Lai, 2012). Method one is tolerance value and method two variances inflated factor (VIF). The table 1.2 shows below are method one.

Table 1.2

Tolerance and Variance Inflation Factors (VIF)

(Constant)	Tolerance	VIF
Masculinity	.689	1.451
Organizational Culture	.686	1.457
Individualism	.607	1.647
Power Distance	.612	1.634

The method two where are presented in the provided in the table 1.3 below for assessed multicollinearity.

Table 1.3

Correlation Matrix of the Exogenous Latent Constructs

Constructs	OP	MSC	OC	IND	PD
Organizational Performance	1				
Masculinity	.334**	1			
Organizational Culture	0.047	-.474**	1		
Individualism	0.039	0.067	-0.066	1	
Power Distance	0.005	0.041	-0.009	.621**	1

**. Correlation is significant at the 0.01 level (2-tailed).

8. Determining of the Strength of the Moderating Effects

The determine the strength of moderation effect is calculate by comparing value of R^2 for the original main effect model and value of R^2 of the interaction model (Wilden, Gudergan, Nielsen & Lings, 2013). Accordingly, the study used formula to assessed the strength of moderating effect of organizational culture (Cohen, 1988). See table 1.4 below

Table 1.4

Strength of the Moderation Effects Based on Cohen (1988)

Endogenous Latent Variable	R2 Include	R2 Exclude	F-squared
Organizational Performance	0.314	0.278	0.11



9. Importance-Performance Matrix Analysis (IPMA)

Hock, Ringle and Serstedt (2010) suggested advantage of using PLS-SEM approach in conjunction and post-hoc for determine importance-performance matrix analysis (IPMA) to verifying the substantial role of practitioners due to flexible applicability (Hair et al., 2014). The IPMA were measured through using organizational performance as target of the study, and it was systematized into the SmartPLS 3.2 version (Hair, 2014). In the study ware figure IPMA on structural model estimated relationships (importance of each latent variable), and considers variable’s latent average value (performance) (Hair et al., 2014). See Figure1.1 horizontally accessible of the total findings effects (importance) and vertically values index (performance).

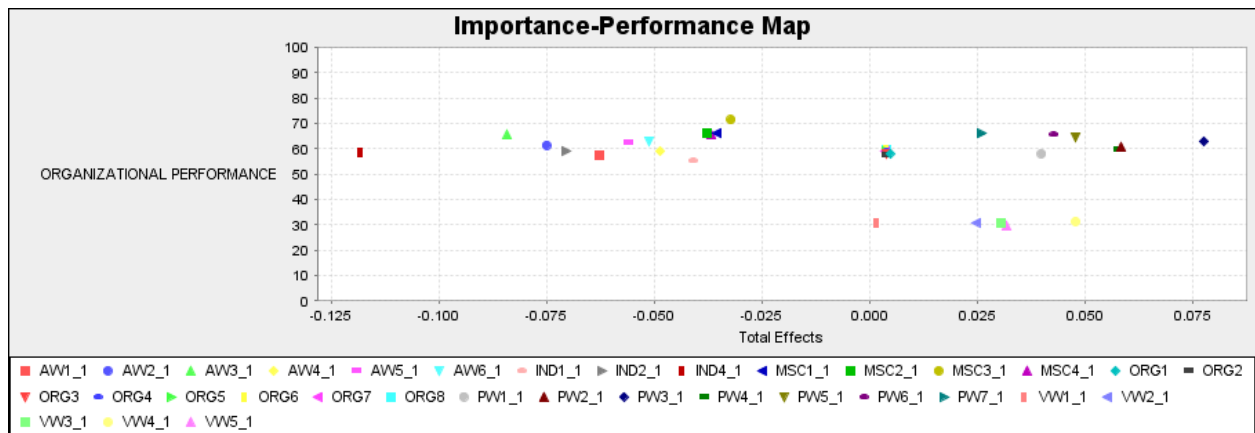


Figure 1.1
IPMA of organizational performance

10. Summary of the Findings

As presented findings of the main and moderating effects in the previous sections, Table 1.5 shows the summary of six hypothesis testing findings.

Table 1.5
Summary of the Hypothesis Testing

Hypothesis	Statement	Findings
H1	There is a Negative relationship between Individualism and organizational performance.	Supported
H2	There is a positive relationship between power distance and organizational performance.	Supported
H3	There is a Negative relationship between masculinity and organizational performance.	Supported
H4	organizational culture moderate the relationship between Individualism and organizational performance	Not Supported
H5	Organizational culture moderate between the relationship between power distance and organizational performance.	Supported
H6	organizational culture moderate the relationship between masculinity and organizational performance.	Supported

11. Conclusion

In this article, have demonstrated the effective influence of organizational culture have a positive influence of organizational performance. The effective organizational culture assist in connecting people from different race or ethnic groups with the

different religion to have a proper manner of understanding for the high organizational performance. Over 60 studies in 7600 small companies and business units evaluated influence of organizational culture on performance. It has been discovered the significant impact of





organizational culture helps in increase organizational performance. The paper findings indicated in the both negative and positive characteristic of culture and organizational performance. The paper has some limitation. For

example, the outcomes of the study draw observation and the study finding might not be generalize to another context. nevertheless, the study contributes to existing knowledge in the field of managerial research.

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